

Creating a Loch of Satisfied Employees through Demographic Variables in Star Category Hotels

Kiruthiga. V^{*1} Magesh. R²

^{1,2}Department of Management Studies, Anna University, Chennai, India

*Corresponding Author

Kiruthiga V

Email: kiruthiga1012@gmail.com

Abstract: Hotels are the crucial component of hospitality industry as the industry is a customer oriented industry. Hotels contribute to the sector by offering services and facilities of extremely high standard. Now-a-days a number the hotels in India have rapidly increased along with the competition in attracting the employees and so the employees are frequently shifting their jobs once they get better offers. The hotels should aim in building satisfied workforce. Job satisfaction arises because of several factors which includes pay, security, autonomy, supervision, and level of support in the workplace. The study was conducted among 500 employees of star category hotels across India through a well designed questionnaire using percentage analysis and ANOVA.

Keywords: Job satisfaction, Hotels.

INTRODUCTION

Job satisfaction is the most important tool for employee retention. Job satisfaction refers to how employees perceive their jobs. Employee job satisfaction may be affected by many factors, and there are numerous consequences of employee job satisfaction. According to the review on Herzberg in motivation theories by the Harvard business school, Herzberg pointed out that employee's need some degree of personal recognition, as it reduces tension and improves working condition; above all, employee satisfaction and motivation have always been important issues. After all, he added that high level of absenteeism and staff turnover can affect the bottom line, as terms, recruitment and retaining take their toll, but few practices in fact, few organizations have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tends to be more productive, creative and committed to their employers [1].

Factors related to job satisfaction can be divided into work-related characteristics and demographic variables. When an employee is dissatisfied with the job and lacks the motivation to act in a profession that too in a customer- service related business such as hotel, this will directly affect their level of efficiency and quality of service. The common belief in human management is that, workers or a person's choice of behaviour is influenced by the expectations of a desirable outcome. In other words, no

individual works free of cost or without any expectation, with all the zeal, without something motivating him/her, in terms of expected rewards or desirable outcome.

The quality of a hotel's products relies heavily on the employees so improving service quality has become a prominent factor in the hospitality industry. Quality employees are the foundation of hotel industry, and it is critical for employers to retain their valuable employees, though attracting and retaining a skilled workforce can be challenging[2].

The hotel industry has long been plagued by high turnover rates which are higher than most industries who rely on their employees and compete to attract new ones [3]. As employees have become the most valuable asset of hotels, a company's success depends greatly on a work environment that attracts workers and exceeds their expectations. How employees feel about their work environments may vary because of individual characteristics. These differences may determine the level of satisfaction with work environments and workers' intentions of remaining at a given hotel [4]. Relatively, hotel workers, who are so diligent in the discharge of their duties, must have been either greatly satisfied with their jobs or not. Something must have been motivating them. Therefore, this study intends to find out whether hotel workers are actually satisfied with their jobs.

LITERATURE REVIEW

According to the research work of Berlet and Cravens [5] employee compensation systems play a major role in employee's performance. Compensation will enhance the employee satisfaction level and helps to increase the motivation levels of the employees which will in turn result in the increase of employee productivity. According to Cranny, *et. al.*, [6], the employee satisfaction is a combination of a lot of different facets. Overall employee satisfaction describes a person's overall affective reaction to the set of work and work-related factors whereas the facets of satisfaction involves workers' feelings towards different dimensions of the work and work environment

According to Wood [7] leadership style of the manager/supervisor plays a critical role in satisfying the employees. The employees work more effectively when the management adopts a specific leadership style. So, the management should do careful analysis before adopting a particular leadership style in order to increase the productivity of the organisation. Kovach [8] in his study examined the importance of work attributes that lead to employee satisfaction. Employees were asked to tell the most and least preferred factor that will increase their satisfaction. Employees ranked good pay as the top factor and interesting work as the least factor. The managers should consult the employees before implementing any plan so that the organisation will get a pool of satisfied employees.

In the service industry, in order to achieve quality and profitability employee satisfaction plays a fundamental role and without it, service industry cannot become successful [13]. Ritchie and O'Malley [9] indicated that supervisors play an important role on employee's satisfaction. It is important to know how supervisors may influence on the perception between the organization and employees. Brandford et al [10] also revealed the importance of a customer interaction with a satisfied salesperson. The quality of that interaction will help an employee to gain the motivation to work better.

Now-a-days employees prefer jobs that provide them security. If they feel that the organisation provides them with job security then it will increase an employee's commitment towards his job, and it has an important effect on an employee's rank of enthusiasm as they will become more loyal [11]. According to Williams et al. [12], the research revealed that extent to which employees' pay increases and when they are able to meet their expectations their satisfaction level increases.

ANALYSIS AND INTERPRETATION

Table-1: Percentage analysis of Job satisfaction

Level of Job satisfaction	Frequency	%
Low	97	19.40
Medium	316	63.20
High	87	17.40
Total	500	100.00

From the Table 1, it can be interpreted that majority of the employees, that is 63.20 per cent of the employees have medium satisfaction level with their employment in star category hotels. While 19.40 per cent of the employees have low satisfaction level and 17.40 per cent of the employees have high satisfaction levels.

From Table 2, the F-value of 5.296 is statistically significant at one per cent level indicating that there is a significant difference between the satisfaction level of the employees with their job in the star category hotels and the category of star hotels. Hence, the null hypothesis of there is no significant difference between the satisfaction level of the employees with their job in the star category hotels and the category of star hotels is rejected. The F-value of 7.654 is statistically significant which indicates that there is a significant difference between the satisfaction of the star category hotel employees with the job and the gender of the employees. Hence, the null hypothesis of there is no significant difference between the satisfaction of the star category hotel employees with the job and the gender of the employees is rejected.

There is a statistically significant relationship between the different age group of employees and the satisfaction levels of the employees with the job in the star category hotel, which is relevant from the F-value of 3.765. Hence, the null hypothesis of there is no significant difference between the different age group of employees and the satisfaction levels of the employees with the job in the star category hotel is rejected.

It can be inferred from the significant value of 0.000 and a F-value of 4.619, that there is a statistically significant relationship between the marital status of employees and the satisfaction level with the job in the star category hotels. Hence, the null hypothesis of there is no significant difference between the marital status of employees and the satisfaction level with the job in the star category hotels is rejected.

Table-2: ANOVA of Job Satisfaction

Variables	F-Value	Significant Value
Hotel Category	5.296	0.000
Gender	7.654	0.000
Age	3.765	0.000
Marital status	4.619	0.000
Number of dependents	4.901	0.000
Nature of Residence	7.760	0.000
Education	4.579	0.000
Experience	4.731	0.000
Employment level	5.599	0.000
Work shift	6.384	0.000
Working hours	6.198	0.000
Functions	4.043	0.000

It can be inferred from the F-value of 4.901 that there is a statistically significant relationship between the number of dependents that the employees of star category hotels have and the satisfaction level with the job in the star category hotels. Hence, the null hypothesis of there is no significant difference between the number of dependents that the employees of star category hotels have and the satisfaction level with the job in the star category hotels is rejected.

It can be inferred from the F-value of 7.760 that there is a statistically significant relationship between the nature of residence that the employees of star category hotels live and their satisfaction level with the job in the star category hotels. Hence, the null hypothesis of there is no significant difference between nature of residence that the employees of star category hotels live and their satisfaction level with the job in the star category hotels employees is rejected.

The F-value of 4.579 implies that there is a statistically significant relationship between the educational level of employees in star category hotels and the job satisfaction of the employees in the star category hotels. Hence, the null hypothesis of there is no significant difference between educational level of employees in star category hotels and the job satisfaction of the employees in the star category hotels is rejected. It is indicated from the F-value of 4.731, that there is a statistically significant relationship between the different years of experience among employees in star category hotels and the employee job satisfaction in the star category hotel. Hence, the null hypothesis of there is no significant difference between different years of experience among employees in star category hotels and the employee job satisfaction in the star category hotel is rejected.

The F-value of 5.599 indicate that there is a statistically significant relationship between the level

of employment in which the employees of star category hotels work and their satisfaction levels with the job in the star category hotels. Hence, the null hypothesis of there is no significant difference between the level of employment in which the employees of star category hotels work and satisfaction levels with the job in the star category hotels is rejected. It is inferred from the F-value of 6.384 that there is a statistically significant relationship between the shifts in which the employees work in star category hotels and the satisfaction level with the job in the star category hotel. Hence, the null hypothesis of there is no significant difference between shifts in which the employees work in star category hotels and the satisfaction level with the job in the star category hotel is rejected.

From the significant value of 0.000 and a F-value of 6.198, it is evident that there is a statistically significant relationship between the hours of work in star category hotels and the employee satisfaction level with the job in the star category hotel. Hence, the null hypothesis of there is no significant difference between the hours of work in star category hotels and the employee satisfaction level with the job in the star category hotel is rejected.

The F-value of 4.043 indicate that there is a statistically significant relationship between the functions in which the employees of star category hotels work and the satisfaction level of the employees with the job in the star category hotels. Hence, the null hypothesis of there is no significant difference between the functions in which the employees of star category hotels work and the satisfaction level of the employees with the job in the star category hotels is rejected.

DISCUSSION AND CONCLUSION

In order to increase job satisfaction it is essential that the employees at all levels should be provided with autonomy in taking decisions. As the success of hotel industry depends on the employees, they should be treated fairly. Various responsibilities should be provided to the employees as it will boost their morale. They will work with dedication and utmost satisfaction. The employees should be trained according to the need and opportunities to use their skills must be provided by the hotel management. In accordance with the satisfiers/motivators growth opportunity plays a lead role in satisfying the employees, recognition of the employee is also playing an equally important role and work characteristics help in satisfying the employees. Hotels should aim in enriching the employee creativity levels, induce empowerment and ability should utilize the knowledge and abilities of the employees by removing the barriers that hinder the employees' growth. Such actions will

help in inducing high level of satisfaction among the employees.

From the study it is clearly indicated that out of the most important factors that contribute to job satisfaction for hotel employees monetary incentives or benefits is not the real contributor but employee recognition and esteem, responsibility and autonomy the job gives them act as critical contributors. Though the monetary factor could not be ignored; it also serves as a crucial factor that gives the hotel employees the job satisfaction they have. Training should be considered as an important factor in satisfying the employees. The employees should be continuously updated with the new procedures followed in other hotels across the world. The hotels should provide opportunities to enhance skills for the employees and encourage them to use their skills.

REFERENCES

1. Herzberg F; One More Time: How Do You Motivate Employees (A review of Herzberg work by Harvard Business School) Harvard Business press. 2008; 128.
2. Branham L; The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late. New York: AMACOM. 2005.
3. Jones J; A Unique Formula for Success. Lodging Hospitality, 2008; 64(15): 60-64.
4. Franek M, Vecera J; Personal characteristics and job satisfaction. E+M Ekonomie A Management, 2008; 4: 63-75.
5. Berlet K. Richard, Cravens M Douglas; Performance pay as a competitive weapon. John Wiley & Sons Inc. 1991.
6. Cranny CJ, Smith RC, Stone EF; Job satisfaction: How people feel about their jobs and how it affects their performance. New York: Lexington, 1992.
7. Wood RC; Organizational Behaviour for Hospitality Management. (1st ed.). Oxford: Butterworth- Heinemann Ltd, 1994.
8. Kovach KA; Employee motivation: Addressing a crucial factor in your organization's performance. Employment Relations Today, 1995; 93-107.
9. Ritchie S, Malley O; The role of emotional labor in performance appraisal: Are supervisors getting into the act? The University of Akron. 2009.
10. Brandford K, Crant, Philips; How suppliers affect trust with their customers: the role of salesperson job satisfaction and perceived customer importance. Journal of Marketing Theory & Practice, 2009; 17(4):383-394.
11. Nohria N, Groysberg B, Lee LE; Employee motivation: A powerful new model. Harvard Business Review, 2008; 86(7/8):78-84
12. Williams ML, Brower HH, Ford LR, Williams LJ, Carraher S; A comprehensive model and measure of compensation satisfaction. Journal of Occupational and Organizational Psychology, 2008; 81:639-668
13. Yee R, Yeung WY; The service-profit chain: an empirical analysis in highcontact service industries. International Journal of Production Economics, 2011; 130(2):236-245.